

Member Handbook

1991-1992

ALSA

1991-92 NASPA Member Handbook

**National Association of Student Personnel Administrators
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NASPA History

In December 1918, Robert Rienow, the dean of men at the University of Iowa, wrote a letter to Thomas Arkle Clark, dean of men at the University of Illinois, suggesting a meeting that is now recognized as the founding of the National Association of Student Personnel Administrators. The meeting was held at the University of Wisconsin in January 1919, with six men present. In attendance were three deans of men and three professors having campus interests of this type but no title. In reporting on the first meeting, Professor Louis A. Strauss of the University of Michigan referred to it as the Conference of Deans and Advisers of Men. This label became popular and was used until 1929 when it was modified as the National Association of Deans and Advisers of Men (NADAM). The title was apt because the dean of men's title was not widespread on the American college campus at that time. Thomas Arkle Clark was the first person to claim the title in 1909, although he assumed the responsibilities in 1901.

Scott Goodnight, dean of men at the University of Wisconsin, served as host for this historic first meeting. Retroactively, he is referred to as the first president of NADAM. Actually, he was selected as chairman during the meeting, a kind of incidental formality not seen at the time as having any significance. The success of this meeting, as participants agreed, suggested that another should be held, with invitations extended to anyone who might be interested. It is clear that the second meeting was pivotal to the life of the organization. Held on the University of Illinois campus with an attendance of nine, it was decided that future meetings should occur annually on the campus of one of the members. A committee of three was named to handle arrangements. Short papers for discussion were introduced as a supplement to the informal discussions; the latter being seen by participants as the primary value in meeting.

Informal conversations concerning the role of the dean of men were extremely important to participants because many of them were recently appointed and had no firm grasp of what to expect. Dean Clark once said, "It was an untried sea upon which I was about to set sail." C.E. Edmondson, a physician who was dean of men at Indiana University, noted that when he was appointed dean of men his president talked to Dean Clark, "as perhaps he could tell me what a dean of men was." Shop talk at meetings for several years helped in this respect, there being little "theory" to consider.

Shop talk should not be equated with small talk, however, as participants regularly commented on the inspiration they received from the annual meetings. War stories from the home campus also were common, and stories were apparently colorfully told. No record of much of what went on in the long informal discussion exists; but participants were highly educated men, scholars in their own right, having strong spiritual roots and a clear idea of how young men should conduct themselves. The tools at their disposal were indeed primitive; they consulted with each other as a means of mutual education.

It was 1925 when the first piece of "research" was offered at a NADAM meeting. The summary was presented by John Bennett of Teachers College, Columbia University, and dealt with the prevalence of the office of dean of men in American colleges and universities together with the recognized duties and powers of the office. By 1928, one can find "A Statistical Study of the Relationship Between

Extra Curricular Activities and Scholarship offered by Dean Earl Miller of UCLA.

The last meeting of the '20s was the first to be conducted away from the college campus. The conference was held at the Mayflower Hotel in Washington, D.C., with 76 men attending. Members paid dues of \$10.

The 1930s marked the development of the first formal constitution of NADAM. The institutional membership was established in 1932, giving each institution one vote but extending an invitation to as many representatives as an institution might wish to send. The constitution also called for a seven-man executive committee. Any educational institution was eligible for membership upon acceptance by the executive committee. Records do not reveal any rejections for membership.

In 1932, *The Counselor* made a brief and inauspicious appearance to be followed over the years with continued requests for publications. The *NASPA Journal*, as it appears today, was not introduced until 1963. In the meantime, several newsletters found their way to members, with different names at different times. Perhaps the most familiar of these was *The Breeze*.

As early as the 1920s, NADAM played a valuable placement role for its members. A network of informal contacts helped newer members become alert to job possibilities across the country. Dean Arno "Shorty" Nowotny of the University of Texas played a key role in this activity for many years. This was a valuable tool during the Depression; the placement function continues today as an important function of the association's efforts to assist its members.

The organization grew slowly, with 87 in attendance in 1939. This was somewhat disconcerting to those who enjoyed the small group informality of earlier meetings. Efforts to continue the informality were introduced, grouping deans for part of the annual conference into small/medium/large institution meetings.

Change was in the air as many deans in attendance were not called either "deans of men" or "advisers to men." A speech in 1937 by W.H. Cowley, entitled "The Disappearing Dean of Men," emphasized that change would accelerate. Among Cowley's accurate perceptions was his understanding of the emergence of the dean of students as the central officer of the future in student affairs.

One of NADAM's major preoccupations in the 1940s was World War II and its aftermath. The adaptation of campuses to the war effort are reflected in the conference minutes, and the problems relating to veterans once the war was over took the rest of the decade. Members still found time to comment often about the "role" problem of NADAM. Over 30 different "titles" of attending administrators were counted at one conference, suggesting a broader role for NADAM was required. The decade was noted by the presence of Armour Blackburn of Howard University, the first black administrator to participate and the only one to serve on a NADAM executive committee. In 1949, the annual meeting reached 217, passing 200 for the first time.

Dean Wesley P. Lloyd at Brigham Young University led the way in 1951 to the creation of the National Association of Student Personnel Administrators (NASPA). Having been defeated in two earlier votes (1948 and 1949), this time the recommended name change

passed; nearly unanimously. This broadened the base of the association and for the first time it began actively to seek members. Until 1951 no one had ever been recruited by the association. Members were free to encourage colleagues to join but the association sent no invitations to American college campuses. The purpose of the expanded association was stated to be "to discuss and study the most effective methods of aiding students in their intellectual, social, moral, and personal development."

It was now clear that women eventually would seek membership in the organization that promoted itself as the professional home for chief student affairs professionals and their principal assistants. Seven years later, Mary Ethel Ball, acting dean of students at the University of Colorado, became the first female institutional representative of NASPA. (It may be an interesting footnote to history to indicate that a Dean Blitz at the University of Minnesota is remembered as the first woman to attend a NADAM/NASPA meeting in 1926. She was a guest of Dean E.E. Nicholson when the conference met in Minneapolis.)

Women administrators did not immediately decide to participate in NASPA. The "old boy" reputation was on the one hand unfair because young administrators were always encouraged in NADAM/NASPA. Of course, historically only the "boys" were present, and women apparently were concerned about how they would fare in a previously all-male organization.

Five commissions were established at the 1951 conference to deal with substantive, ongoing issues (e.g., professional relationships, ethics, professional preparation). A secondary benefit of the commissions was in making more members able to participate in the association's activities.

The remainder of the 1950s involved the development of the commission idea, the number reaching eight by 1959, and a continuation of conferences attempting to deal directly with the dean job. Conference attendance passed 300 in 1958. Dues were increased to \$25 in 1959. The dues were solely for operating expenses, as no one received any compensation for work done in behalf of the association. Informality continued as an association hallmark. It was revealed at the 1959 meeting that no one had ever seen a copy of the constitution. It was acknowledged that none had been published for several years.

The 1960s marked many changes in NASPA. For the first time outside funding was secured for a NASPA activity. NASPA was an early leader in educating members concerning drug abuse, with funding obtained from the federal government. NASPA was an active participant in the development of the Joint Statement on Rights and Freedoms of Students which the association then endorsed in 1968. From 1966 until the end of the decade and beyond, crisis was the most prominent campus issue and the most prominent association concern. Some deans were enormously successful in protecting both their campuses and rights of students, but disruption of campuses became more prevalent.

Almost unnoticed, the regionalization of NASPA occurred in the early 1960s when regional vice presidents emerged, eventually playing a dominant role in the executive committee. Seven vice presidents were elected, representing the six national accreditation regions (Region IV because of its size was divided into IV-East and IV-West). O.D. Roberts at Purdue University and Don Marsh at Wayne State University became NASPA's unpaid controllers, and in 1967 a national office was created in Detroit, Michigan.

The period 1965-75 could be called the pivotal decade for women in NASPA. Pat Cross, then of Cornell University, was the first woman appointed to the NASPA Executive Committee in 1966. Lenore Cole of American University was the first woman (and the first minority person) to be elected a regional vice president. In 1971 Chet Peters named Alice Manicur at Frostburg State College to the executive committee with a charge to establish a network with women colleagues across the nation, and to assure them that their participation would be acknowledged by the association. This was a successful effort in many ways, as today 45 percent of the NASPA membership is comprised of women. Alice Manicur eventually became the first woman president of NASPA in 1976. Six years later, Mikell O'Donnell at Ohio State University became the second woman president. Judith Chambers at the University of the Pacific was elected the third woman president in 1985.

Minority members also sought a more inclusive voice during this period. The regionalization of NASPA heightened opportunities for involvement, and the executive committee used its at-large seats to give minority and women members increased national visibility. Opportunities to demonstrate leadership have led to a number of division chairs and regional vice presidencies, and in 1985 Bob E. Leach at Florida State University became NASPA's first minority president.

Community colleges began to make their presence felt in NASPA during the decade. George Young at Broward Community College was the first community college vice president to serve on the NASPA Executive Committee and to chair a national conference. In 1979 he became the first community college person to serve as president of NASPA. He was followed in 1981 by E.T. (Joe) Buchanan III at Tidewater Community College.

Dissatisfaction with the nominating process for NASPA presidents surfaced in the early 1970s. James R. Appleton at the University of Southern California was the first president elected in a contested race at the Philadelphia conference and James J. Rhatigan at Wichita State University was the first person elected in a mail ballot to the entire membership.

Among the hallmarks of NASPA's development was the selection of Channing M. Briggs as part-time controller in 1970, and the moving of the national office to Portland State University in that same year. Channing Briggs eventually became a full-time executive secretary with a small staff, and in 1975 was named the first executive director of NASPA. The Briggs period marked an important period both in growth and in the professional sophistication of NASPA as an organization.

Upon Briggs' retirement in 1981, Richard F. Stevens became the second executive director, and the national office was moved to Ohio State University. In 1985 the association voted to move its headquarters to Washington, D.C., in June 1987, and Elizabeth M. Nuss, dean of undergraduate life at Indiana University, succeeded Stevens as executive director.

Today NASPA has a Board of Directors, 1,080 institutional members and 5,500 total members, seven regions with active programs, and a bright future. Perhaps all of this is due to six deans of students meeting in Madison, Wisconsin, 72 years ago.

James J. Rhatigan, NASPA Historian
Vice President for Student Affairs and Dean of Students
Wichita State University

Standards of Professional Practice

The National Association of Student Personnel Administrators (NASPA) is an organization of colleges, universities, agencies, and professional educators whose members are committed to providing services and education that enhance student growth and development. The association seeks to promote student personnel work as a profession which requires personal integrity, belief in the dignity and worth of individuals, respect for individual differences and diversity, a commitment to service, and dedication to the development of individuals and the college community through education. NASPA supports student personnel work by providing opportunities for its members to expand knowledge and skills through professional education and experience. The following standards were endorsed by NASPA at the December 1990 board of directors meeting in Washington, D.C.

1. Professional Services: Members of NASPA fulfill the responsibilities of their position by supporting the educational interests, rights, and welfare of students in accordance with the mission of the employing institution.

2. Agreement with Institutional Mission and Goals: Members who accept employment with an educational institution subscribe to the general mission and goals of the institution.

3. Management of Institutional Resources: Members seek to advance the welfare of the employing institution through accountability for the proper use of institutional funds, personnel, equipment, and other resources. Members inform appropriate officials of conditions which may be potentially disruptive or damaging to the institution's mission, personnel, and property.

4. Employment Relationships: Members honor employment relationships. Members do not commence new duties or obligations at another institution under a new contractual agreement until termination of an existing contract, unless otherwise agreed to by the member and the member's current and new supervisors. Members adhere to professional practices in securing positions and employment relationships.

5. Conflict of Interest: Members recognize their obligation to the employing institution and seek to avoid private interests, obligations, and transactions which are in conflict of interest or give the appearance of impropriety. Members clearly distinguish between statements and actions which represent their own personal views and those which represent their employing institution when important to do so.

6. Legal Authority: Members respect and acknowledge all lawful authority. Members refrain from conduct involving dishonesty, fraud, deceit, and misrepresentation or unlawful discrimination. NASPA recognizes that legal issues are often ambiguous, and members should seek the advice of counsel as appropriate. Members demonstrate concern for the legal, social codes and moral expectations of the communities in which they live and work even when the

dictates of one's conscience may require behavior as a private citizen which is not in keeping with these codes/expectations.

7. Equal Consideration and Treatment of Others: Members execute professional responsibilities with fairness and impartiality and show equal consideration to individuals regardless of status or position. Members respect individuality and promote an appreciation of human diversity in higher education. In keeping with the mission of their respective institution and remaining cognizant of federal, state, and local laws, they do not discriminate on the basis of race, religion, creed, gender, age, national origin, sexual orientation, or physical disability. Members do not engage in or tolerate harassment in any form and should exercise professional judgment in entering into intimate relationships with those for whom they have any supervisory, evaluative, or instructional responsibility.

8. Student Behavior: Members demonstrate and promote responsible behavior and support actions that enhance personal growth and development of students. Members foster conditions designed to ensure a student's acceptance of responsibility for his/her own behavior. Members inform and educate students as to sanctions or constraints on student behavior which may result from violations of law or institutional policies.

9. Integrity of Information and Research: Members ensure that all information conveyed to others is accurate and in appropriate context. In their research and publications, members conduct and report research studies to assure accurate interpretation of findings, and they adhere to accepted professional standards of academic integrity.

10. Confidentiality: Members ensure that confidentiality is maintained with respect to all privileged communications and to educational and professional records considered confidential. They inform all parties of the nature and/or limits of confidentiality. Members share information only in accordance with institutional policies and relevant statutes when given the informed consent or when required to prevent personal harm to themselves or others.

11. Research Involving Human Subjects: Members are aware of and take responsibility for all pertinent ethical principles and institutional requirements when planning any research activity dealing with human subjects. (See Ethical Principles in the Conduct of Research with Human Participants, Washington, D.C.: American Psychological Association, 1982.)

12. Representation of Professional Competence: Members at all times represent accurately their professional credentials, competencies, and limitations and act to correct any misrepresentations of these qualifications by others. Members make proper referrals to appropriate professionals when the member's professional competence does not meet the task or issue in question.

13. Selection and Promotion Practices: Members support nondiscriminatory, fair employment practices by appropriately publicizing

staff vacancies, selection criteria, deadlines, and promotion criteria in accordance with the spirit and intent of equal opportunity policies and established legal guidelines and institutional policies.

14. References: Members, when serving as a reference, provide accurate and complete information about candidates, including both relevant strengths and limitations of a professional and personal nature.

15. Job Definitions and Performance Evaluation: Members clearly define with subordinates and supervisors job responsibilities and decision-making procedures, mutual expectations, accountability procedures, and evaluation criteria.

16. Campus Community: Members promote a sense of community among all areas of the campus by working cooperatively with students, faculty, staff, and others outside the institution to address the common goals of student learning and development. Members foster a climate of collegiality and mutual respect in their work relationships.

17. Professional Development: Members have an obligation to continue personal professional growth and to contribute to the development of the profession by enhancing personal knowledge and skills, sharing ideas and information, improving professional practices, conducting and reporting research, and participating in association activities. Members promote and facilitate the professional growth of staff and they emphasize ethical standards in professional preparation and development programs.

18. Assessment: Members regularly and systematically assess organizational structures, programs, and services to determine whether the developmental goals and needs of students are being met and to assure conformity to published standards and guidelines such as those of the Council for the Advancement of Standards for Student Services/Development Programs (CAS). Members collect data which include responses from students and other significant constituencies and make assessment results available to appropriate institutional officials for the purpose of revising and improving program goals and implementation.

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Revised and Annotated Bylaws of the National Association of Student Personnel Administrators

ARTICLE I. MEMBERSHIP

SECTION 1. *General Rights and Powers.* Except as may otherwise be provided by law, the Articles of Incorporation of the Association or these Bylaws, the number, qualifications, rights, privileges, dues, fees, responsibilities, and the provisions governing the withdrawal, suspension and expulsion of members shall be determined by the Board of Directors. Except as may otherwise be required by law, the Articles of Incorporation of the Association or these Bylaws, any right of members to vote and any right, title or interest in or to the Association, its properties and franchises, shall cease and divest upon termination of membership, except that the liability of a member for sums due the Association shall survive such termination unless otherwise expressly provided by the Board of Directors.

SECTION 2. *Classes of Membership.* The Association shall have three classes of membership, which shall be Institutional, Individual Affiliate and Subscribing.

SECTION 3. *Qualification and Rights of Institutional Membership.* Any institution of higher education which offers a program of study applicable toward an associate, baccalaureate, or a higher degree, and which is fully accredited, or has an application for accreditation pending with the appropriate regional accrediting agency, may apply for membership. An individual unit of a university or a state or principal system of higher education is eligible to be an Institutional Member if the unit is designated as an operationally separate institution by the appropriate regional accrediting association, or by the appropriate governmental agency. An institution becomes an Institutional Member of the Association upon submitting an application and receiving the affirmative vote of a majority of the members of the Membership Committee and upon payment of dues. Each Institutional Member shall have one vote on each matter submitted to a vote by action of the Board of Directors or as otherwise provided in these Bylaws. Such vote shall be cast only by a Professional Affiliate of such Institutional Member officially designated by the Institutional Member as its Voting Delegate and representative. All other rights, obligations and powers shall be as provided in Section 1 of this Article.

SECTION 4. *Qualification and Rights of Individual Affiliate Membership.* Individual Affiliate membership shall be open to the categories listed below. Individual Affiliate membership is subject to payment of dues, and approval by the Executive Director, whose decision is subject to review by the Membership Committee. Affiliate Members shall have voting rights as specifically provided by these Bylaws. All other rights, obligations and powers shall be as provided in Section 1 of this Article. The categories of individual affiliation are:

i. Professional Affiliate:

Administrators of student affairs and faculty at member institutions. Professional Affiliates receive full membership services and are eligible for election or appointment to national or regional offices, divisions, and committees.

ii. Associate Affiliate:

- (1) student affairs administrators on a nonmember college or university campus;
- (2) professional staff members of educationally related groups;
- (3) administrators of student affairs or those engaged in professional work related to student affairs, who are employed in postsecondary institutions which are not eligible for membership; and
- (4) others upon approval by the Membership Committee.

iii. Faculty Affiliate:

Full-time teaching faculty at nonmember institutions.

iv. Student Affiliate:

Matriculated graduate students recommended by a Professional Affiliate and certified by the Professional Affiliate not to be full-time employees (as defined by the institution) of any institution.

v. Retiree Affiliate:

Retirees who were affiliates at the time of retirement may continue in their affiliate category.

SECTION 5. *Qualification and Rights of Subscribing Membership.* Subscribing Membership is available to individuals, organizations, manufacturers or suppliers of goods and services that operate for profit and support the policies, purposes, and activities of the Association, educational associations, governmental agencies, and other non-profit groups. Subscribing membership is subject to approval by the Executive Director, subject to review by the Membership Committee.

ARTICLE II—REGIONS

SECTION 1. *Regions.* The regions from which the Vice Presidents are elected shall consist of the institutions and affiliates located within the following states, countries, territories, or provinces:

- i. Region I—Connecticut, Maine, Atlantic Provinces of Canada, Massachusetts, New Hampshire, Rhode Island, Vermont, Quebec.
- ii. Region II—Canal Zone, Delaware, District of Columbia, Maryland, New Jersey, New York, Pennsylvania, Puerto Rico, Virgin Islands.
- iii. Region III—Alabama, Florida, Georgia, Kentucky, Louisiana, Mexico, Mississippi, North Carolina, South Carolina, Tennessee, Texas, Virginia, The Family Islands (Bahamas).
- iv. Region IV—East—Illinois, Indiana, Iowa, Michigan, Minnesota, Ohio, Ontario, West Virginia, Wisconsin.
- v. Region IV—West—Arkansas, Colorado, Kansas, Manitoba, Missouri, Nebraska, New Mexico, North Dakota, Oklahoma, Saskatchewan, South Dakota, Wyoming.
- vi. Region V—Alaska, Alberta, British Columbia, Idaho, Montana, Nevada, Oregon, Utah, Washington.
- vii. Region VI—Arizona, California, Guam, Hawaii.

- viii. Member institutions located beyond the territorial limits of the United States and Canada shall be assigned by the Board of Directors to the most proximate region.

SECTION 2. *Region Representatives.* Representatives of the institutions within a region may meet at their discretion, or when requested by the Vice-President of the region, to discuss issues related to their institutions or to recommend action to be taken.

ARTICLE III. MEETINGS OF MEMBERS

SECTION 1. *Annual Meeting.* There shall be an annual business meeting of members at which the general business of the Association shall be transacted. The annual business meeting shall be held when and where the Board of Directors shall from time to time determine. In connection with the annual business meeting, there shall be an annual conference of members which focuses on the needs of the chief student affairs officers and deputies, other student affairs administrators, other educators, graduate students, and individuals who have a professional interest in student affairs administration.

SECTION 2. *Special Meetings.* Special meetings of the members shall be called upon the majority vote of the Board of Directors, or upon written petition delivered to the Secretary signed by not less than one-quarter of the members entitled to vote at such meeting.

SECTION 3. *Notice.* Written notice stating the place, date and hour of any meeting of members shall be delivered, either personally or by regular mail, to each member entitled to vote at such meeting, not less than ten (10) days or more than one-hundred twenty (120) days before the date of such meeting, by or at the direction of the Secretary. In the case of a special meeting or when required by statute or these Bylaws, the purpose or purposes for which the meeting is called shall be stated in the notice. Inclusion of a notice of meeting in a newsletter or other publication addressed and timely mailed to each member shall constitute notice under this Section.

SECTION 4. *Quorum.* At the annual business meeting, a quorum shall consist of a majority of the Voting Delegates then in good standing registered or represented by proxy at the annual conference. If there shall be less than a quorum present, a majority of those present may adjourn the meeting from time to time without further notice.

SECTION 5. *Proxies.* At any meeting of the members, a member entitled to vote may do so by proxy executed in writing. Proxies may confer general voting rights, or they may be limited to prescribed action on a particular issue. Designation of proxies to be exercised at the annual business meeting shall be in writing and received by the Executive Director no later than the official opening day of the annual conference. Proxies shall be Voting Delegates or Professional Affiliates who shall cast not more than one proxy each.

SECTION 6. *Manner of Acting.* A majority of the votes cast by the members eligible to vote who are present or represented by proxy shall be necessary for the adoption of a matter voted upon unless a greater proportion is required by law or these Bylaws. The meetings of members of the Association may be conducted according to the procedures specified in the most recent edition of *Robert's Rules of Order*. The presiding individual at any meeting may appoint a

parliamentarian to advise the presiding individual on parliamentary matters.

SECTION 7. *Written Consent.* Any action which must be, or may be, taken at a meeting of the members or directors may be taken without a meeting if a consent in writing, setting forth the action so taken, shall be signed by all of the members or directors entitled to vote.

ARTICLE IV. OFFICERS

SECTION 1. *Officers.* The officers of the Association shall be a President, President-Elect, Past-President, and regionally elected Vice Presidents, who shall be elected in accordance with these Bylaws, and a Secretary, Treasurer and such other subordinate officers as the Board of Directors may from time to time appoint or authorize the President to appoint. Any two or more offices may be held by the same person, except the offices of President and Secretary. The Executive Director shall not, by virtue of such capacity, be considered an officer of the Association, but may be appointed an officer by the Board of Directors.

SECTION 2. *Qualifications.* All elected officers shall be Professional Affiliates and all officers shall take office at the conclusion of the business meeting of the annual meeting.

SECTION 3. *Election and Term of Office.* The Board of Directors shall at every annual meeting elect the Secretary, Treasurer and such other officers as the Board shall by resolution have authorized. Each officer will hold office until his or her successor will have been duly elected or qualified.

SECTION 4. *Removal.* Any officer elected or appointed by the Board of Directors may be removed by the Board of Directors, upon the vote of two-thirds of the Directors then in office, whenever, in its judgment, the best interests of the Corporation would be served thereby, but such removal will be without prejudice to the contract rights, if any, of the officer so removed.

SECTION 5. *Vacancies.* Unless otherwise provided in these Bylaws, a vacancy in any office because of death, resignation, removal, disqualification or otherwise, may be filled by the Board of Directors for the unexpired portion of the term.

SECTION 6. *President.* Following a term of one year as President-Elect, the President-Elect shall succeed to the office of President. The President shall serve as chief executive officer for a term of one year.

The President is empowered to appoint such ad hoc committees as deemed necessary for specific functions. Such committees shall continue to exist only for the term of office of the appointing President, but may be reappointed by his/her successor.

The President shall perform such duties as are normally associated with the office of President; preside at all regular and special national meetings; preside at all meetings of the Board of Directors, and the Executive Committee thereof; and serve as an ex officio member of all committees.

SECTION 7. *President-Elect.* The President-Elect shall be elected for a term of one year by Voting Delegates, shall succeed automatically to the office of President for a term of one year, and shall assume the responsibilities of the Presidency in the absence or incapacity of the President.

The President-Elect shall perform duties as directed by the President or Board of Directors, shall serve as chair or member of various standing committees as designated elsewhere in these Bylaws, and shall be responsible for planning for the Association.

The Nominations Committee shall be responsible for soliciting nominations for the position of President-Elect. Recommendations for this position shall be solicited by mail from each affiliate of the Association at least thirty days in advance of the committee's consideration of these nominations. At least two (2) nominees shall be presented for election. A simple majority is required for election. If more than two (2) candidates are presented on the ballot, a run-off election may be required between the two individuals receiving the largest number of votes. The President-Elect shall be elected by mail ballot prior to the annual meeting by the Voting Delegates.

In the event the President-Elect assumes the responsibilities of the President as a result of the resignation or incapacity of that officer, the functions of the President-Elect shall be performed by the Vice Presidents as designated by the Board of Directors, and the Board shall promptly schedule and conduct an election in to fill any vacancies created thereby.

SECTION 8. *Regional Vice Presidents.* Seven Regional Vice Presidents shall be elected, one from each of the seven Regions as defined in Article II. The Vice Presidents from Regions I, III, IV-West, and VI shall be elected to take office in even-numbered years; the Vice Presidents from Regions II, IV East, and V shall be elected to take office in odd-numbered years. The term of Vice President is two years. The Regional Vice President must be a Professional Affiliate in the electing region at the time of election and throughout the two-year term. Vice Presidents shall not be eligible to succeed themselves; provided, however, that a Regional Vice President serving the unexpired term of a predecessor shall be eligible for nomination for one succeeding full term.

A Regional Vice President is responsible for the following functions:

- i. Representing the region at meetings of the Board of Directors.
- ii. Coordinating regional activities and acting as official spokesman for the Association in the region.
- iii. Serving as the official representative of the Association at meetings of other associations in the region, when requested by the President or Board of Directors.
- iv. Informing members and affiliates within the region of activities by regular communications or meetings.
- v. Planning and conducting regional activities which may be scheduled at the annual meeting.
- vi. Strengthening membership in the Association by serving on the Membership Committee.

The Regional Vice Presidents shall be elected by mail ballot prior to the annual meeting. All regional Voting Delegates, Professional Affiliates, and Faculty Affiliates shall be eligible to vote in their specific regional elections. At least two (2) nominees shall be presented to the regional membership for election so there will be a successor if a resignation occurs.

A simple majority is required for election. If more than two candidates are presented on the ballot, a run-off election may be required between the two individuals receiving the largest number of votes. In the event a Regional Vice President resigns or becomes incapacitated, or is removed, the candidate for Vice President receiving the next highest number of votes shall be invited to succeed that Vice Presidency. If that candidate does not succeed to the Vice Presidency, the Board of Directors shall specify the process for selection of the Regional Vice President.

Regions may choose to elect a Vice President-Elect to serve in the Region for the year prior to assuming the Regional Vice Presidency. In this case, nomination and election of the Regional Vice President-Elect will occur according to the above process the year before assuming the Regional Vice Presidency.

SECTION 9. *Secretary.* The Secretary shall keep the minutes of all meetings of the Board including all votes and resolutions adopted, and shall record all such documents and actions in a book kept for that purpose. The Secretary shall issue notices of all meetings, shall see to the filing of all reports required by governmental authorities, and shall perform such other functions and duties as the Board may from time to time prescribe. The Board of Directors may appoint and empower such Assistant Secretaries as shall be required to carry out the purpose of this section.

SECTION 10. *Treasurer.* The Treasurer shall have custody of all funds, securities and assets of the Association. The Treasurer shall secure the keeping of full and accurate account of Association's receipts and disbursements, and ensure that all monies and other assets are deposited in the name of the Association in such depositories or through such fiscal agents as the Board may from time to time prescribe. The Treasurer shall oversee the disbursement of the funds and assets of the Association as ordered by the Board of Directors, and shall provide an accounting of all transactions at each regular meeting of the Board and at the Annual Meeting of the members. The Board of Directors may appoint and empower such Assistant Treasurers as shall be required to carry out the purpose of this section.

SECTION 11. *Surety.* The Board of Directors may require the President, Treasurer or any other officer to furnish such surety as it may from time to time determine.

SECTION 12. *Compensation of Officers.* Officers may be paid such reasonable compensation as the Board of Directors may from time to time authorize and direct, except that no officer who is a member of the Board may receive any compensation for services rendered in his or her capacity as a Director except as otherwise provided in these Bylaws.

ARTICLE V. BOARD OF DIRECTORS

SECTION 1. *General Powers.* The property, business and affairs of the Association shall be managed by its Board of Directors in accordance with these Bylaws and the purposes of the Association. The powers of the Board of Directors include, but are not limited to, the following:

- i. Direction of the business of the Association during the period between annual meetings.

- ii. Approval of the annual Association budget, the investment policy, and special expenditures.
- iii. Approval of the program content of the annual conference.
- iv. Approval of an annual audit of the financial transactions of the Association.
- v. Approval of policy recommendations submitted by the Divisions.
- vi. Approval of all contractual relationships with foundations, governmental agencies, or other professional organizations.
- vii. Approval of all copyright arrangements.
- viii. Approval of the agenda for the annual business meeting.
- ix. Maintenance and publication of an accurate record of the proceedings of the annual business meeting.
- x. Preparation of proposed changes to the Articles of Incorporation, Bylaws, or dues structure, and the rationale for such changes.
- xi. Maintenance of an active roster of members of the Association assigned to committees and to other groups as representatives of the Association. Continuation of all assignments shall be subject to review and recall by the Board of Directors.
- xii. Establishment of publication policies and responsibility for quality control of all publications.

SECTION 2. *Number and Qualifications.* The members of the initial Board of Directors shall be those persons named in Article Eight of the Articles of Incorporation of the Association, who shall serve until their successors shall be elected or appointed and qualified, in conformance with these Bylaws. The Board of Directors shall consist of the President, President-Elect, Immediate Past-President, seven Regional Vice Presidents, three Division Directors, three Members-At-Large, and Conference Chair, each of whom shall have one vote, and the Executive Director, who shall have no vote. The term of office begins at the close of the annual business meeting.

SECTION 3. *Conference Chair.* The Conference Chair shall serve for a term of one year, following a term as Conference Chair-Designate. The Conference Chair shall be responsible for planning and directing the annual conference, subject to approval of the Board of Directors, shall prepare and submit a budget for the annual conference to be included in the budget of the Association, and shall carry out such other duties as may be specified. The Conference Chair is appointed by the Board of Directors upon the recommendation of the President-Elect.

SECTION 4. *Division Directors.* The President shall appoint three Division Directors to serve on the Board of Directors for a term of two years, subject to the approval of the Board of Directors. Division Directors shall not succeed themselves; provided, however, that a Division Director serving an unexpired term of a predecessor shall be eligible for appointment for one succeeding two-year term.

SECTION 5. *Members-At-Large.* The President shall appoint three Members-At-Large to serve on the Board of Directors for a term of one year, subject to the approval of the Board of Directors. A Member-At-Large may only be appointed to one additional term on the Board.

SECTION 6. *Vacancies.* Vacancies shall be filled by majority vote of the remaining members of the Board of Directors for the unexpired term.

SECTION 7. *Quorum.* A majority of the Directors then in office shall constitute a quorum for the transaction of any business at any meeting of the Board of Directors. If at any meeting of the Board there shall be less than a quorum of Directors present, a majority of those Directors present may adjourn the meeting from time to time without further notice.

SECTION 8. *Meetings.* Regular meetings of the Board of Directors shall be held at such place and time as may be designated by resolution of the Board, or as may be specified in the notice of the meeting. Special meetings may be held at any time upon the call of the President or upon written request signed by two thirds of the Directors and submitted to the Secretary. Written notice of special meetings shall be given to each Director not less than one day before such meeting. Notice need not be given of regular meetings of the Board of Directors held at times fixed by resolution of the Board of Directors. Meetings may be held at any time without notice if all the Directors are present, or if at any time before or after the meeting those not present waive notice of the meeting in writing.

SECTION 9. *Waiver of Notice.* Any Director may waive notice of any meeting by a written statement executed either before or after the meeting. Attendance at a meeting shall constitute a waiver of notice thereof, except where attendance is for the express purpose of objecting to the call or convening of the meeting.

SECTION 10. *Manner of Acting.* Except as otherwise expressly required by law, the Articles of Incorporation of the Association or these Bylaws, the act of a majority of the Directors present at a duly noticed meeting at which a quorum is present shall be the act of the Board of Directors.

SECTION 11. *Compensation.* No Director shall receive any compensation for his or her services in such capacity, except that the Board may by resolution provide for the reimbursement of actual expenses incurred in the performance of the duties of Director, including for example such expenses for travel, lodging, meals, postage, photocopying, and long distance telephone calls.

ARTICLE VI. COMMITTEES

SECTION 1. *Committees of Directors.* The Board of Directors, by resolution adopted by a majority of the Directors in office, may designate and appoint one or more committees, each of which shall consist of two or more Directors, which committees, to the extent provided in said resolution, shall have and exercise the authority of the Board of Directors in the management of the Association; provided, however, that no such committee shall have the authority of the Board of Directors in reference to amending, altering or repealing these Bylaws; electing, appointing or removing any member of any such committee or any Director or officer of the Association; amending the Articles of Incorporation of the Association; adopting a plan of merger or adopting a plan of consolidation with another corporation; authorizing the sale, lease, exchange or mortgage of all or substantially all of the property and assets of the Association; authorizing the voluntary dissolution of the Association or revoking proceedings therefor; adopting a plan for the distribution of the assets of the Association; or amending, altering or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended,

altered or repealed by such committee. The designation and appointment of any such committee and the delegation thereto of authority shall not operate to relieve the Board of Directors, or any individual Director, of any responsibility imposed upon it, him or her by law.

SECTION 2. *Executive Committee.* There shall be an Executive Committee of the Board of Directors which shall consist of the President, President-Elect, and the Past- President. The Executive Director shall serve *ex officio* and shall not vote. The Executive Committee shall have such powers and shall perform such duties as the Board may delegate to it by resolution from time to time. Any action duly taken by the Executive Committee within the course and scope of its authority shall be binding upon the Association. The Executive Committee may be abolished and reinstated at any time by the vote of a majority of the whole Board of Directors, and during the course of the committee's existence, the membership thereof may be increased or decreased and the authority and duties of the Committee changed by the Board of Directors as it may deem appropriate.

SECTION 3. *Standing Committees.* The President, upon assuming office, shall appoint and set the responsibilities of the following standing committees with the approval of the Board of Directors:

- i. Selections Committee: Shall consist of the President-Elect who shall serve as chair, two Members-At-Large, and one Regional Vice President.
- ii. Membership Committee: Shall consist of the President-Elect who shall serve as chair, the Past-President, the Executive Director (ex officio), and the seven Regional Vice Presidents.
- iii. Nominations Committee: Shall consist of the incumbent Regional Vice Presidents and the three most recent Past-Presidents who wish to participate. The most recent Past-President shall serve as chair.

The Board may appoint such additional standing committees as it may from time to time determine. At its option the Board of Directors may appoint persons to these committees who are not Board members. Such committees shall be chaired by Board members and shall meet at the call of their respective Chairs, upon reasonable notice.

SECTION 4. *Committees of Members.* Other Committees may be established and charged in such manner as may be designated by resolution adopted by a majority of the Directors present at a meeting at which a quorum is present. Except as otherwise provided in such resolution, members of each such committee need not be Directors of the Association, and the President of the Association shall appoint the members thereof, and may remove any such member whenever in the President's judgment the best interest of the Association shall be served by such removal.

SECTION 5. *Term of Office.* Each member of a committee shall continue as such until the next annual meeting of the Board of Directors and until his or her successor is appointed, unless the committee shall be sooner terminated, or unless such member be removed from such committee or unless such member shall cease to qualify as a member thereof.

SECTION 6. *Chair.* One member of each committee shall be appointed Chair by the President of the Board of Directors except as otherwise provided in these Bylaws or by Board resolution.

SECTION 7. *Vacancies.* Vacancies in the membership of any committee may be filled by appointments made in the same manner as provided in the case of the original appointments. Vacancies shall be filled by the President in consultation with the Selections Committee, and the Board. Consultation shall include a determination of those constituencies to be represented.

SECTION 8. *Quorum.* Unless otherwise provided in the resolution of the Board of Directors designating a committee, a majority of the whole committee shall constitute a quorum and the act of the majority of the members present at a meeting at which a quorum is present shall be the act of the committee.

ARTICLE VII DIVISIONS

SECTION 1. *Composition of the Divisions.* The Board of Directors by resolution shall establish no less than three Divisions to foster and implement the purposes of the Association. As far as possible, the Divisions shall include regional representatives nominated by respective Regional Vice Presidents in consultation with the Division Director, approved by the Selections Committee and the Board of Directors.

SECTION 2. *Division Directors.* Each Division shall have a Director. Normally, the terms of Directors shall be staggered so as to ensure continuity among Divisions. The Director of each Division shall be appointed by the President with the approval of the Board of Directors, and shall serve for a term of two years. Division Directors shall not succeed themselves; provided, however, that a Division Director serving an unexpired term of a predecessor shall be eligible for appointment for one succeeding two-year term. Vacancies shall be filled by the Board of Directors. The Board of Directors by resolution shall determine the responsibilities of the Division Directors.

ARTICLE VIII EXECUTIVE DIRECTOR

SECTION 1. *Terms of Employment.* The Board of Directors shall employ an Executive Director pursuant to an agreement. The Executive Director shall be appointed upon the majority vote of the Board of Directors and shall serve at the pleasure of the Board. A decision to terminate the employment of the Executive Director shall require two-thirds majority vote of the total Board of Directors. Vacancies in the position of Executive Director may be filled by interim appointment by the President until the next meeting of the Board of Directors.

SECTION 2. *Responsibilities of the Executive Director.* The Executive Director shall direct and execute all decisions of the Board of Directors, and shall perform such other duties as the Board may from time to time prescribe or authorize. The foregoing duties shall include, but not be limited to, the hiring and discharge of employees to fill such positions as the Board may from time to time authorize; the execution of contracts or other instruments on behalf of the Association as the Board may authorize; maintenance of membership records; and the signing of checks, drafts or other orders for payment of money provided that the Board may, by resolution, provide that such checks, drafts or other orders for payment above such amount as may be specified in the resolution shall require the countersignature of one or more specified officers of the Association. The Executive

Director shall furnish the Board with an operating and financial report at each regular and special meeting thereof.

ARTICLE IX DUES AND CHARGES

SECTION 1. *Membership Dues.* The dues for all categories of members may be established only by the Board of Director. The Board of Directors may authorize an annual dues adjustment not to exceed the percentage change in the Consumer Price Index (CPI) for the previous year. Adjustments in excess of the CPI are subject to the affirmative vote of a majority of the Voting Delegates returning a mail ballot. The proposed dues adjustment in excess of the Consumer Price Index must be mailed to the official Voting Delegate at each member institution at least thirty (30) days prior to the ballot deadline. Ballots must be returned on or before the deadline date stated on the ballot.

ARTICLE X HISTORIAN

SECTION 1. *Historian.* The President shall appoint a historian to chronicle the history of the Association. Such appointment shall be reported to the Board of Directors. The Historian shall serve until a President requests the Historian's resignation, or until the Historian resigns.

ARTICLE XI ADDITIONAL PROVISIONS

SECTION 1. *Non-Discrimination.* The Association shall not discriminate on the basis of race, creed, gender, age, national origin, sexual orientation, or physical disability in the administration of its policies on membership, programs, services, publications, and employment.

SECTION 2. *Member Resolution Process.* A member resolution is an instrument expressing the opinion, will, and intent of the Association Voting Delegates. Endorsement of a resolution by the delegate body constitutes a directed call for Board of Directors consideration. A resolution is distinct from a motion which results in the approval or disapproval of a proposed Association rules. The Board of Directors bears the responsibility to deliberate on approved resolutions and to report their disposition to the delegate body.

The procedure for submitting resolution proposals is as follows:

- i. A draft of a proposed resolution may be submitted in writing to the appropriate Regional Vice President or to the President-Elect prior to the opening date of the conference.
- ii. Resolution proposals may be submitted to the Board of Directors any time during the conference prior to the annual business meeting.
- iii. Resolutions may be presented to the membership from the floor under "new business" during the annual business meeting.

SECTION 3. *Indemnification.* The Corporation shall have the power to indemnify its officers, directors, employees and agents, and such

other persons as designated by the Board of Directors, to the full extent permitted by law.

SECTION 4. *Books and Records.* The Association shall keep correct and complete books and records of account and shall also keep minutes of the proceedings of its Board of Directors and committees having any of the authority of the Board of Directors, and shall keep at its registered or principal office a record giving the names and addresses of the members of its Board of Directors, and shall keep at its registered or principal office in the District of Columbia a record of the names and addresses of members entitled to vote.

SECTION 5. *Notice.* Whenever under the provisions of these Bylaws, the Articles of Incorporation of Corporation or statute, notice is required to be given to a Director, committee member or officer, such notice shall be given in writing, by mail or express delivery service, with postage or express delivery charges thereon prepaid, to such person at his or her address as it appears on the records of the Corporation. Such notice shall be deemed to have been given when mailed or delivered to the express delivery service. Notice may also be given by telegram, telex or telephone, and will be deemed given when received, if followed by a writing mailed on the same day or the next day.

SECTION 6. *Telephone Meetings.* Any one or more Directors or members of a committee may participate in a meeting of the Board or committee by means of a conference telephone or similar telecommunications device which allows all persons participating in the meeting to hear each other and such participation in a meeting shall be deemed presence in person at such meeting.

SECTION 7. *Fiscal Year.* The fiscal year of the Association shall be established by resolution of the Board of Directors.

SECTION 8. *Amendment.* These Bylaws may only be amended by the affirmative vote of two-thirds of those Voting Delegates returning a mail ballot on or before the deadline stated on the ballot. Proposed amendments must be mailed to the official Voting Delegate at each member institution at least thirty (30) days prior to the ballot return deadline date.

SECTION 9. *Scope of Bylaws.* The Bylaws of this Association are intended to govern all activities, operations, and organizational units. No region, unit, division, or other Association entity shall establish policy, procedures or guidelines which are not consistent with these documents. The Board of Directors is authorized by the membership to decide all questions regarding bylaw intent, purpose, or interpretation.

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Bob E. Leach

1984-85
Richard J. Correnti

1983-84
Edward H. Hammond

1982-83
R. Mikell O'Donnell

1981-82
E.T. "Joe" Buchanan

1980-81
Lyle A. Gohn

1979-80
George W. Young

1978-79
Donald V. Adams

1977-78
Arthur Sandeen

1976-77
Alice R. Manicur

1975-76
James J. Rhatigan

1974-75
James R. Appleton

1973-74
John L. Blackburn

1972-73
Thomas B. Dutton

1971-72
Chester E. Peters

1970-71
Earl W. Clifford

1969-70
Mark W. Smith

1968-69
O.D. Roberts

1967-68
Carl W. Knox

1966-65
Edmund G. Williamson

1965-66
Glen T. Nygreen

1964-65
Victor R. Yanitelli

1963-64
James McLeod

1962-63
J.C. Clevenger

1961-62
Fred J. Weaver

1960-61
William S. Guthrie

1959-60
H. Donald Winbigler

1958-59
Fred H. Turner

1957-58
Donald M. Dushane

1956-57
Frank C. Baldwin

1955-56
John H. Hocutt

1954-55
John H. Stibbs

1953-54
Robert M. Strozier

1952-53
Victor F. Spathelf

1951-52
A. Blair Knapp

1950-51
Wesley P. Lloyd

1949-50
L.K. Neidinger

1948-49
J.H. Newman

1947-48
E.L. Cloyd

1946-47
Arno Nowotny

1944-46
Earl J. Miller

1943-44
J.H. Julian

1942-43
Joseph A. Park

1941-42
L.S. Corbett

1940-41
J.J. Thompson

1939-40
J.F. Findlay

1937-39
D.H. Gardner

1936-37
Dabney S. Lancaster

1935-36
William E. Alderman

1934-35
B.A. Tolbert

1933-34
H.E. Lobdell

1932-33
C.E. Edmonson

1931-32
W.I. Moore

1930-31
W.L. Sanders

1929-30
J.W. Armstrong

1928-29
G.B. Culver

1927-28
Scott H. Goodnight

1926-27
Floyd Field

1925-26
C.R. Melcher

1924-25
Robert Rienow

1923-24
J.A. Bursley

1922-23
Stanley Coulter

1921-22
Edward E. Nicholson

1920-21
Thomas A. Clark

1919-20
Scott H. Goodnight

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 1985—A. Dallas Martin, Jr.
 1984—Representative Carl Perkins
 1983—Senator Claiborne Pell
 1982—Father Theodore Hesburgh
 1981—Rosemary Park
 1980—Elizabeth Greenleaf*
 1979—Emily Taylor
 1978—Clark Kerr
 1977—Roger W. Heyns
 1976—Melvene D. Hardee
 1974—*The Chronicle of Higher Education*
 1973—Walter F. Johnson
 1972—Arthur Wright Chickering; Edith Green
 1969—Robert H. Shaffer

Fred Turner Award:

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 1990—Wayne Carlisle
 1989—Judith M. Chambers
 1988—Dorothy J. Keller*
 1987—Peggy Elder
 1986—John J. Koldus
 1985—E.T. Buchanan III; Mickell O'Donnell
 1984—Donald V. Adams
 1983—Arthur Sandeen; Mildred K. Carlson
 1982—Alice R. Manicur
 1981—Channing M. Briggs
 1980—James R. Appleton; James J. Rhatigan
 1979—Carl W. Knox
 1978—Preston Parr
 1977—Chester E. Peters
 1976—Earle W. Clifford
 1975—Jack C. Clevenger; Richard Hulet
 1974—Peter Armacost
 1972—John E. Hocutt; Donald DuShane; O.D. Roberts

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 1989—Nancy K. Schlossberg
 1988—Ernest T. Pascarella
 1987—George D. Kuh
 1986—Margaret J. Barr
 1985—Donald D. Gehring; Parker Young
 1984—John M. Whiteley
 1983—C. Gilbert Wrenn
 1982—Jossey-Bass Publishers
 1981—Howard R. Bowen
 1980—Burns B. Crookston*
 1978—Kate Hevner Mueller
 1977—*Change Magazine*; Ruth Strang*
 1976—Alexander and Helen Astin
 1975—Theodore M. Newcomb; R. Nevitt Sanford
 1972—K. Patricia Cross
 1968—E.G. Williamson

Scott Goodnight Award:

1991—John J. Koldus III
 1990—Carl E. Anderson; Arthur Sandeen
 1989—Jo Anne J. Trow; Glen T. Nygreen
 1988—James W. Lyons
 1987—James J. Rhatigan
 1986—William L. Thomas
 1985—Thomas Edwards; John D. Jones
 1984—Banks C. Talley; John W. Truitt
 1983—Robert Etheridge
 1982—Howard Crosby; Lyle Edmison
 1981—David L. Harris
 1980—Byron Atkinson; Robert W. Chick
 1979—Everett M. Chandler
 1978—John L. Blackburn
 1976—Thomas B. Dutton
 1975—James E. Foy
 1974—Jean B. Walton
 1973—Robert H. Shaffer
 1972—Arleigh Williams
 1971—William Tate
 1970—Armour J. Blackburn; John U. Monro
 1968—Fred H. Turner
 1966—William H. Cowley; Esther M. Lloyd Jones

Robert H. Shaffer Award:

1990—Donald Gehring
 1989—Gerald L. Saddlemire
 1988—Melvene D. Hardee
 1987—Louis Stamatakis

Melvene D. Hardee Dissertation of the Year

1991—Debra L. Liddell
 1990—Marilyn J. Deppe
 1989—Gregory S. Blimling
 1988—Tullisse A. Murdock
 1987—Mary K. Desler
 1986—Marlesa A. Roney
 1985—Randy E. Hyman
 1984—Marcia Baxter-Magolda
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 1982—Elizabeth M. Nuss
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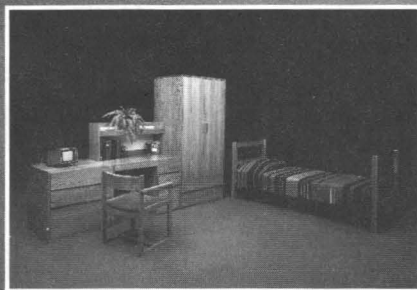
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Vice President of Student Affairs
University of Louisville
Student Affairs Office
Louisville, KY 40292
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Dean of Students
Student Affairs Office
DePauw University
Greencastle, IN 46135
(317) 658-4003

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PRESIDENT

Marsha Duncan
Vice President, Student Affairs
Lehigh University
Alumni Memorial Bldg. #27
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1992 CONFERENCE CHAIR

James Scott
Dean, Student Services
University of Florida
P202 Peabody Hall
Gainesville, FL 32611
(904) 392-1261

REGIONAL VICE PRESIDENTS

Region I

Connecticut, Maine, Atlantic
Provinces of Canada and Quebec,
Massachusetts, New Hampshire,
Rhode Island, Vermont
Joyce McPhetres Maisel
Associate Dean of Students
Colby College
Waterville, ME 04901
(207) 872-3109

Region II

Canal Zone, Delaware, District of
Columbia, Maryland, New Jersey,
New York, Pennsylvania, Puerto Rico,
Virgin Islands
Carmen Neuberger
Dean of Educational Services and
Student Affairs
Dickinson College
P.O. Box 1773
Carlisle, PA 17013
(717) 245-1507

Region III

Alabama, Florida, Georgia, Kentucky,
Louisiana, Mexico, Mississippi, North
Carolina, South Carolina, Tennessee,
Texas, Virginia, The Bahamas
Linda Mahan
Vice President, Student Affairs
University of Montevallo
Station #6020
Montevallo, AL 35115
(205) 665-6020

Region IV-East

Illinois, Indiana, Iowa, Michigan,
Minnesota, Ohio, Ontario, West
Virginia, Wisconsin
Daniel Robinson
Assistant Dean
College of Education
Iowa State University
Lagomarcino Hall
Ames, IA 50011
(515) 294-9550

Region IV-West

Arkansas, Colorado, Kansas,
Manitoba, Missouri, Nebraska, New
Mexico, North Dakota, Oklahoma,
Saskatchewan, South Dakota,
Wyoming
Suzanne Gordon
Dean of Students
University of Arkansas
Arkansas Union, M-405
Fayetteville, AR 72701
(501) 575-5004

Region V

Alaska, Alberta, British Columbia,
Idaho, Montana, Nevada, Oregon,
Utah, Washington
Penelope Wills
Associate Dean, Student Services
Portland Community College
P.O. Box 19000
Portland, OR 97219-0990
(503) 244-6111, ext. 5292

Region VI

Arizona, California, Guam, Hawaii
Hal Gin
Director
Office of Student Life
California State University
Hayward, CA 94542
(415) 881-3657

MEMBERS AT-LARGE

Orcilia Z. Forbes
Vice President, Student Affairs
University of New Mexico
Student Services Center, Room 280
Albuquerque, NM 87131
(505) 277-0952

J. Harrison Morson
Dean of Students
Mercer County Community College
P.O. Box B
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(609) 586-4800, ext. 222

Robert B. Young
Associate Professor
Kent State University
405 White Hall
Kent, OH 44242
(216) 672-2296

DIVISIONS

Career Development and Professional Standards

Hazel Scott
Dean of Student Affairs
California Polytechnic State
University
Dean of Students Office
San Luis Obispo, CA 93407
(805) 756-1521

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Randy E. Hyman
Associate Vice President, Student
Affairs
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No. = NASPA Identification number

1, 2, 3, 4E, 4W, 5, 6 = Region

V, P, A, F, S, SMP, SMN = Membership Category

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Each member institution is entitled to one vote to be cast by a Professional Affiliate officially designated by the member institution as its Voting Delegate and representative.

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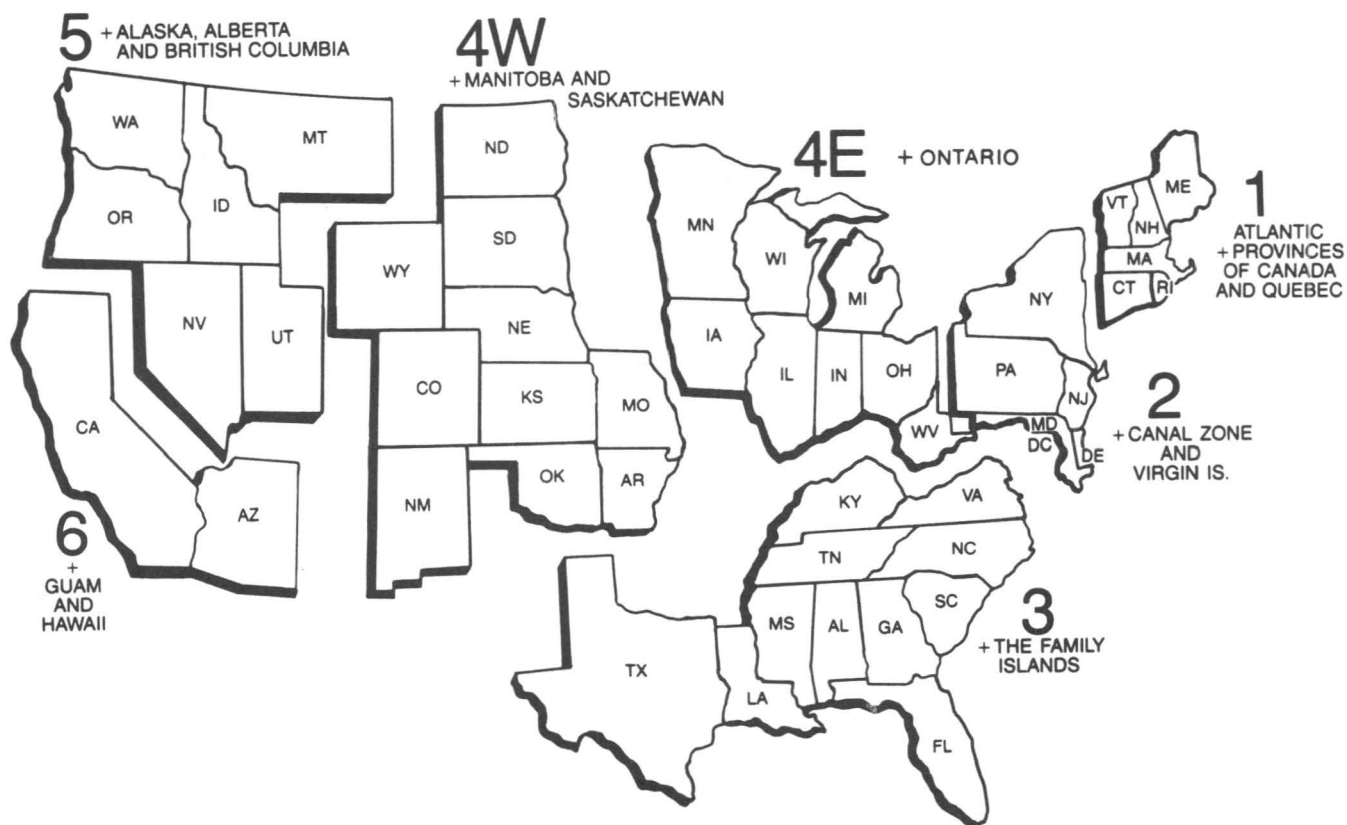
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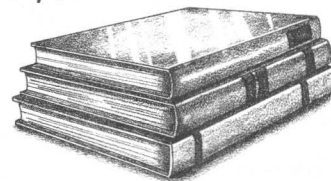


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Q. If the institution has designated me as the voting delegate, do I have to join NASPA as an individual?

A. No. As the voting delegate to NASPA, your membership is included in your institution's membership. Other individuals on your campus are now qualified to join NASPA at the reduced professional affiliate member rate. Full-time students may join at the student rate.

Q. When does my membership expire?

A. The expiration date is one year after the month you join; the only exception is NASPA institutional memberships, which are renewed from July 1 to July 1 of the following year. All memberships are renewed annually.

Q. What are the benefits of institutional membership?

A. Institutional membership ensures a college or university a definitive role in the activities of NASPA. Voting delegates (chief student affairs officers holding institutional membership) elect NASPA presidents and vice presidents; vote on membership issues, e.g., by-laws changes; receive all NASPA monographs as they are published; are informed of governmental concerns in education as they evolve; are sent reports of key issues by the NASPA president; receive additional publications such as *Points of View*, special reports purchased by NASPA from other associations like ACHA and ACE, salary surveys, and research reports; and may register for conferences and workshops at the member rate.

Also, professional staff and faculty at member institutions may join at the reduced membership rate. Incidentally, all professional affiliates and faculty affiliates in addition to the voting delegates of a region elect the regional vice president. However, only the voting delegates elect the NASPA president-elect.

Q. What can I do to help ensure I receive all my NASPA mailings and that my address appears correctly in the NASPA Member Handbook?

A. Notify the NASPA Office as soon as you know your new address and phone number. If possible, send a mailing label or copy of one, so the change can be made promptly.

Q. When would I be considered a faculty affiliate as opposed to a professional affiliate?

A. Full-time faculty of nonmember institutions are considered faculty affiliates. A faculty affiliate is entitled to join at the special rate of \$50 per year.

Q. How often are NASPA publications mailed?

A. The *NASPA Forum* is mailed to all members monthly, except for the summer months, and the *NASPA Journal* is mailed quarterly. Other periodic publications are sent to the voting delegates as they become available.

Q. How can I become involved in NASPA state and regional activities?

A. Each new member of NASPA receives a copy of the member handbook. It contains the names, addresses and telephone numbers of national and regional NASPA leadership. If you are interested in joining a network or getting involved in another way, feel free to contact the leadership listed in the handbook. You will receive notice of all regional activities. In addition, the monthly *NASPA Forum* will contain calendar reminders.

Q. What happens to my membership if my institution decides not to renew its membership?

A. You may continue to be a member of NASPA as an associate affiliate at a cost of \$130 per year. Contact your regional membership coordinator or the NASPA office for an application.

Q. I work on a campus that is a NASPA member. Can I attend the conference or purchase publications at the member discount rate?

A. No. You must hold an individual membership as a professional affiliate or student affiliate.

1991-92 Membership Categories and Dues Structure

Effective July 1, 1991—June 30, 1992

INDIVIDUAL DUES

Professional Affiliates	\$50
Student affairs administrators, faculty members, or staff members at member institutions	
Student Affiliates	\$25
Graduate students who are studying student affairs and are not full-time employees of any institution	
Faculty Affiliates	\$50
Full-time teaching faculty at a nonmember institution	
Associate Affiliate	\$130
Student affairs administrators at a nonmember college or university campus, or staff persons of educationally related groups, or administrators of student	

affairs or those engaged in professional work related to student affairs who are employed in postsecondary institutions not eligible for membership

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For-profit Members **\$350**
 Individuals, organizations, manufacturers, or suppliers of goods and services that operate for profit and support the policies, purposes, and activities of NASPA

Nonprofit Members

..... **\$130**
 Educational associations, governmental agencies, and other nonprofit groups supportive of NASPA's goals other than colleges and universities.

1991-92 INSTITUTIONAL DUES MATRIX

Total Educational & General Fund Expenditures (excluding auxiliaries)	Full-Time Enrollment Equivalent									
	A	B	C	D	E	F	G	H	I	J
Dollars	0- 999	1,000- 1,999	2,000- 3,499	3,500- 4,999	5,000- 7,999	8,000- 10,999	11,000- 14,999	15,000- 19,999	20,000- 29,999	Over 30,000
0-1,999,999	220	285	330							
2,000,000-3,999,999	235	295	340	405						
4,000,000-5,999,999	245	310	360	425	485					
6,000,000-9,999,999	255	320	380	440	500	550				
10,000,000-14,999,999	280	335	400	475	535	605	670			
15,000,000-19,999,999	290	355	420	500	545	615	680	750		
20,000,000-29,999,999	305	365	430	515	560	625	695	770	830	
30,000,000-49,999,999	315	385	445	525	580	650	715	780	845	910
50,000,000-99,999,999	325	400	465	540	620	685	765	845	915	980
100,000,000-175,999,999	335	415	475	550	630	705	775	860	925	990
176,000,000-250,000,000	355	430	500	575	640	725	800	875	945	1000
Over 250,000,000	370	445	515	585	660	735	810	885	955	1015
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| <input type="checkbox"/> Professional Affiliate | Subscribing Member | |
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☐ Native American
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☐ Post Master's Certificate
☐ Master's
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NASPA Publications

BOOKS

The Role of Student Affairs in Institution-Wide Enrollment Management Strategies

Alan Galsky (ed.)

Enrollment management has become increasingly popular. Through enrollment management, colleges and universities attempt to coordinate several or all of its services that affect students to increase the quality of those services. This book explores the topic in relation to ethnic minority student recruitment, financial assistance, and cocurricular activities and residential life. 148 pp. (1991).

\$7.95 members, \$9.95 nonmembers

The Invisible Leaders

Student Affairs Mid-Managers

Robert B. Young, ed.

This practical reference explores the mobility of mid-managers and their role responsibilities; and the ambiguities and conflicts they experience. Also included are job responsibilities and satisfactions of mid-managers in different types of colleges and the perceptions about mid-managers in one institution. 148 pp. (1991)

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The New Professional

A Resource Guide for New Student Affairs Professionals and Their Supervisors

What are the concerns, fear, opportunities, and needs of a new practitioner starting up the career ladder in higher education? How can young professionals become older professionals who have not lost their enthusiasm and commitment for a career in student affairs? These are the questions this practical guide examines. Includes a handy appendix of most higher education associations and their addresses and publications. 104 pp. (1990).

\$7.95 members, \$9.95 nonmembers

From Survival to Success

Promoting Minority Student Retention

Melvin C. Terrell and Doris J. Wright, eds.

Addressing ethnic minority students' academic and personal development needs effectively is a challenge for America's colleges and universities. This book offers college and university administrators, their staff and faculty an inside view to understanding ethnic minority students. It examines cultural conflicts ethnic minority students may face. 152 pp. (1989).

\$7.95 members, \$9.95 nonmembers

Student Affairs and Campus Dissent

Reflection of the Past and Challenge for the Future

Keith M. Miser, ed.

As in the late 1960s and early 1970s, several campuses across the country are experiencing periods of student unrest. Student affairs professionals often find themselves "in the middle," providing institutional leadership to protect the rights of the dissenters, to foster communication, to negotiate issues to avoid disruption, and to develop/interpret institutional policies. This practical book provides strategic principles student affairs professionals can use to address student activism. Includes an appendix of four institutions' policies on campus dissent. 148 pp. (1988).

\$5.95 members, \$7.50 nonmembers

Alcohol Policies and Practices on College and University Campuses

Joan S. Sherwood, ed.

This monograph addresses one of the nation's most serious problems: substance abuse. Not only does this book initiate useful dialogue on campuses, it suggests how to establish effective policies. The policies described in this book are from the Interassociation Task Force on Alcohol Issues which represents nearly all college administrators and student leaders involved in student affairs work. This book should be on every student affairs professional's bookshelf! 112 pp. (1987).

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Points of View

In 1937, the American Council on Education published The Student Personnel Point of View. This statement was updated in 1947. These statements have served as a foundation document for the student affairs profession. NASPA revisited The Student Personnel Point of View in 1987 and commemorated its

50th anniversary by publishing A Perspective on Student Affairs. Points of View is a compendium of all three statements. This practical book outlines the beliefs that guide the student affairs profession. This book is a must for very graduate student or new profession. 72 pp. (1989).

\$5 members, \$7 nonmembers

Opportunities for Student Development in Two-Year Colleges

Don G. Creamer and Charles R. Dassance, eds.

Written by eight student affairs practitioners at two-year colleges, this book looks at some of the conditions inherent at two-year colleges that may not stimulate students' development—short-time duration, commuter status of students, part-time enrollment patterns, the dominance of a career-oriented curriculum, and infrequent student/faculty or student/student interaction. Principles for practice are suggested as a summary to guide the practitioner. 96 pp. (1986).

\$5.95 members, \$7.50 nonmembers

Private Dreams, Shared Visions

Student Affairs Work in Small Colleges

George D. Kuh and Andrea McAlleenan, eds.

This valuable book underscores the importance of student affairs work to the small college mission. It should be particularly useful to student affairs staff new to small colleges and to graduate students deciding what kind of institution will provide the best match between altruistic, service-oriented aspirations and personal development needs. Each chapter illustrates the contributions of student affairs staff to the sense of personalism that pervades the small college campus—from students' relationships with peers, staff, and faculty to the unique contributions of residential life programming. 128 pp. (1986).

\$5.95 members, \$7.50 nonmembers

Promoting Values Development in College Students

Jon C. Dalton, ed.

This easy-to-read book offers strategies practitioners can use to help the moral development of their students. It takes the research of Arthur Chickering, John Whiteley, Lawrence Kohlberg, William Perry, and others, and offers practical ways to implement their findings in student affairs programs and services. Although the monograph includes some review and discussion of research and theory in values development, it is written primarily for student affairs practitioners. Includes an annotated bibliography and an appendix of ten sample values education programs. 128 pp. (1985).

\$5.96 members, \$7.50 nonmembers

Translating Theory into Practice

Implications of Japanese Management Theory for Student Personnel Administrators

William L. Deegan, Brenton Steele, and Thomas B. Thielen

This monograph examines the major components of Japanese management theory and discusses the potential implications for student affairs administration. It also presents three models, based on components of Japanese management theory, which student affairs professionals can adapt for experimentation and research at their own campuses. 84 pp. (1985).

\$5.95 members, \$7.50 nonmembers

Risk Management and the Student Affairs Professional

Hilda F. Owens, ed.

Written in an informative yet entertaining manner, this book sets the stage for student affairs professionals to consider risk management by identifying some elements of professional responsibility, and exploring issues of special concern to practitioners on a residential campus and offering suggestions for managing those special risks. 160 pp. (1984).

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Career Perspectives in Student Affairs

Alan F. Kirby and Dudley Woodard, eds.

Designed for persons considering student affairs as a possible career, this book is written in a personal manner. The authors share their perspectives with the reader. Topics covered include careers in student affairs, emotional dilemmas faced during the transition from graduate school to career employment, professional development, thoughts on career advancement, and a look to the future. Includes a selected bibliography. 84 pp. (1984).

NASPA RESOURCES

Involuntary Termination

What If It Happens To You?

Involuntary termination is personally traumatic, no matter what the circumstances. This handy guide will help all chief student affairs officers and others in student affairs prepare for the possibility of involuntary termination. This booklet discusses how to handle this situation creatively and positively when it happens to you.

\$5 members, \$7 nonmembers

NASPA Salary Survey

This survey of student affairs professionals provides an essential reference for planning budgets, marking salary trends, evaluating pay plans, and managing resources effectively. Categories include chief student officers' salaries by

education level and region, education level and race, gender and education level, and education level and size and enrollment, to name a few.

\$5

Directory of Postsecondary Minority Outreach Partnerships

This handy directory is a valuable resource for higher education institutions that have an outreach program in place or are considering starting such a program. With over 300 listings, this directory highlights partnerships designed to develop academic preparedness for college, expose pupils to the college environment, stress the importance of continued education, motivate potential first-general or low-income college students, involve parents, and provide role models.

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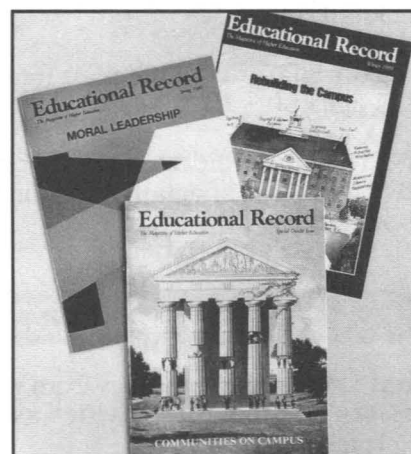
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NOW AVAILABLE

From the American Council on Education

CAMPUS TRENDS 1991

By Elaine El-Khawas

**WITH A SPECIAL FOCUS ON:
Financial Circumstances Facing
American Higher Education**

The American Council on Education's eighth annual survey is designed to provide timely information on changes taking place in the academic and administrative practices in American Colleges and Universities. **For this year's report, special attention was given to the financial circumstances facing American Higher Education, particularly the nature, extent and early impact of budgetary cuts that have affected many colleges and universities.**

Highlights from this year's survey are as follows:

- **Financial Conditions**
The 1990-91 operating budget either decreased or did not keep up with inflation for one-third of all institutions and for fully one-half of public four-year institutions.
- **Assessment**
Just over half of the public institutions are working under a state mandate to develop a student assesment program. About 8 in 10 of these institutions have already submitted required data.
- **Enrollment**
In 1990-91, 60 percent of all colleges and universities increased their overall (headcount) enrollment.
- **Important Challenges Ahead**
Concern over faculty staffing was cited by 46 percent of administrators as one of the three major challenges they face.
- **Other**
Incidents of intolerance related to race, gender, or sexual preference were reported by 4 in 10 institutions. However, almost 8 in 10 doctoral universities reported having such incidents in the last year.

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NINTH ANNUAL STATUS REPORT ON MINORITIES IN HIGHER EDUCATION

*From The American Council on Education's
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The **Ninth Annual Status Report on Minorities in Higher Education** presents the latest available data on the progress of African Americans, Hispanics, Asian Americans, and American Indians in postsecondary education. This annual study is widely recognized as a major source of information on current trends and issues relevant to minorities in higher education. **This year's special focus is on Hispanics in the educational pipeline.**

The report includes the most recent data on:

- High School Completion and College Participation Rates
- College Preparedness and Aspirations
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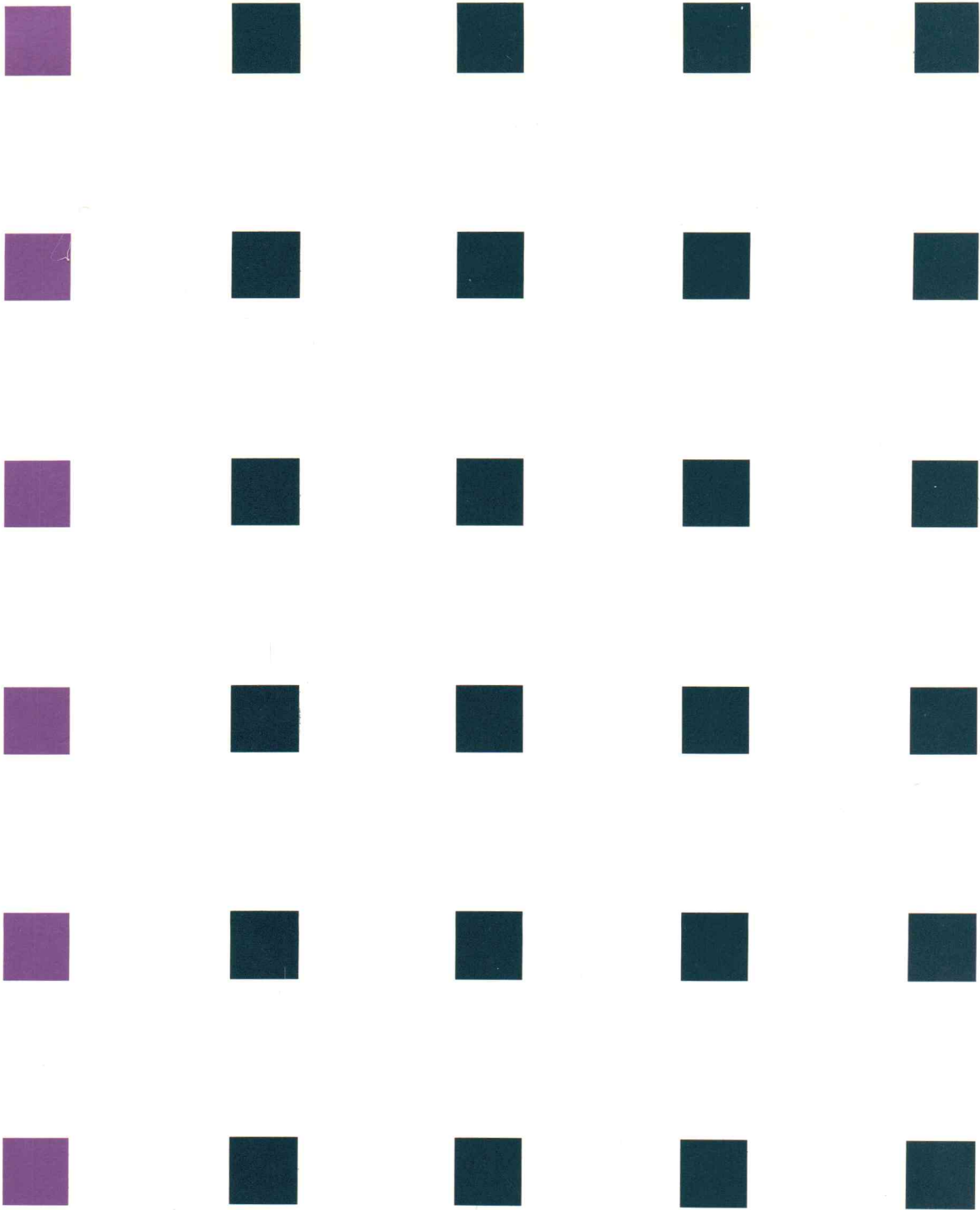
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